



UNITED STATES MARINE CORPS
MARINE CORPS COMBAT DEVELOPMENT COMMAND
QUANTICO, VIRGINIA 22134-5001

MCCDCO 5310.2A
B 01
26 MAR 2007

MARINE CORPS COMBAT DEVELOPMENT COMMAND ORDER 5310.2A

From: Commanding General
To: Distribution List

Subj: POSITION MANAGEMENT PROGRAM

Ref: (a) SECNAVINST 12510.9
(b) MCO 5311.1C
(c) MCBO 5310.1A
(d) MCBO 12500.1

Encl: (1) Position Management Requirements

1. Purpose. To reinforce and define the principles, policies, and guidelines for the development, coordination, implementation, and administration of the MCCDC Position Management Program.

2. Cancellation. MCBO 5310.2.

3. Background. The references provide policy and guidance to establish a comprehensive position management program and direct Commanding Generals to develop uniform guidance to apply basic position management principles. The program covers all civilian positions paid from appropriated funds and military positions in integrated civilian-military organizational units within the Command.

4. Definitions

a. Position Management. The ongoing management action of structuring civilian and military billets within line and staff organizations in a manner that optimizes economy, productivity, and organizational effectiveness.

b. Position. All appropriated fund civilian positions (graded and ungraded) and those military billets where the functions or responsibilities materially affect civilian positions.

c. Letter of Allowance. A CMC document issued along with the budget cycle which provides commands with an estimate of civilian personnel requirements. It allocates civilian resources in terms of Full-Time Equivalents (FTE) and End-Strength. Each FTE is further distributed throughout the Command by designated Program Element Numbers.

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5. Policy

a. Per DoD, DON, and CMC guidelines, it is the policy of the CG MCCDC to maintain and manage an optimum position structure throughout the Command in order to achieve a proper balance between efficiency and economy and to exceed the minimum requirements for position management as established in the references.

b. Position management actions will be compatible with other Marine Corps policies controlling programs such as position classification, affirmative action, merit staffing, employee development/motivation/retention, and fiscal/manpower resource utilization.

6. Objectives. The objectives of the MCCDC Position Management Program are as follows:

a. Establish a billet and position structure which will best serve missions and functions by providing optimum balance, retention and motivation of competent personnel.

b. Avoid position or billet actions which will unnecessarily increase payroll costs for a given mission or which will increase the relative proportion of managerial and supervisory positions to total subordinate personnel assigned.

c. Eliminate, upon vacancy, those positions or billets when the duties can be redistributed, eliminated, or reduced in cost without seriously affecting the accomplishment of essential functions.

d. Ensure that the duties and responsibilities of positions and billets are clearly delineated and do not conflict with or duplicate the duties of other positions or billets.

e. Ensure that high grade positions (GS-14/15) authorized are required and are utilized in the most effective and efficient manner to accomplish assigned functions.

f. Prevent or eliminate such common organizational faults as unnecessary fragmentation of functions, excessive use of assistants and deputies, grade escalation, continued use of outmoded work methods, and inefficient distribution of manpower.

7. Action

a. CGs, Commanders, Division Directors, Special Staff Officers, and COs

(1) Develop and maintain sound position management systems which meet the basic criteria specified in the enclosure.

(2) Ensure that subordinate line managers, supervisors and staff specialists are aware of and carry out assigned responsibilities for position management.

(3) Ensure subordinate managers and supervisors certify the accuracy of civilian position descriptions and comply with position management criteria as part of the annual performance appraisal review cycle for subordinate positions.

(4) Submit T/O changes and organizational realignments via the CG MCCDC (B 01) for review and approval. T/O changes submitted by Training and Education Command not effecting civilian positions may be submitted directly to Total Force Structure.

(5) Ensure that civilian managers and supervisors have performance standards that reflect their position management responsibilities.

(6) Apply the criteria contained in the references when planning reorganizations, changes in individual position structures or relationships, changes in staffing, or the assumption of new responsibilities.

(7) Conduct an annual internal review of each authorized position/billet and determine whether duties may be reassigned or the position/billet abolished without seriously affecting the execution of essential functions.

(8) Direct appropriate action when evaluation indicates a need for improvement in position/billet structure and where alternative sources have not been resolved by subordinate action.

(9) Provide to the Position Management Officer, in writing, full justification for all requests to establish, upgrade/downgrade, fill vacancies, reassign, or change the organization and/or duties in existing positions. In addition, all requests for personnel actions will be submitted per appendix A and accompanied by a complete position management checklist (appendix D).

(10) Ensure the use of temporary hires is predicated on either unexpected work requirements, authorized absence of permanent personnel for short term durations, or an unprogrammed new mission requirement that cannot be accomplished by current personnel assets. If the proposed duties are such that they will be regular or recurring, the use of temporary hires will not be authorized.

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b. AC/S G-1. The CG MCCDC delegates full authority for the conduct of the Position Management Program to the AC/S G-1 (B 01). As the Position Management Officer, the AC/S G-1 will:

(1) Act as the Position Management Officer for the Command.

(2) Assume responsibility for the development, coordination, and administration of the position management program, including the establishment of necessary management controls, standards, and procedures designed to assist managers.

(3) Ensure that work organization and staffing arrangements form a sound and economical organization for the most efficient accomplishment of assigned missions. Recommend corrective action when the evaluated results of position management reviews indicate a need for improvement in position or staffing structure. Position Management/Wage and Classification Reviews on civilian positions will be coordinated and scheduled on a periodic basis. All positions will undergo this review at least once during a five-year period.

(4) Review military personnel allocations with exception of TECOM.

(5) Periodically (at least quarterly) analyze individual organizational strengths. If adverse trends in civilian end-strength, funding, or classification actions appear, initiate corrective action through coordination with Commanders, Directors, Special Staff Officers, and COs.

(6) Participate in commercial activity or efficiency review efforts that would have an impact on assigned military and civilian billets.

(7) Serve as a voting member of the Civilian Manpower Resource Review Board (CMRRB). Together with the Manpower Utilization Officer and Manpower Management Specialist form the position management team that provides the administrative support to the CMRRB.

(8) Review, approve locally, and recommend to higher headquarters proposed T/O changes, organizational realignments and position changes.

c. Manpower Utilization Officer. As staff assistant to the AC/S G-1, the Deputy, AC/S G-1 is delegated full position management program responsibility for day-to-day position management program requirements to include:

(1) Develop, administer, and conduct training in the concepts and techniques of position management for military and civilian managers and supervisors.

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(2) Assist and provide guidance to management in planning and implementation of internal reorganizations or establishing new structural organizational components.

(3) Maintain and review T/O's to ensure that military and civilian grades, titles, MOSSs and series codes are correct.

(4) Receive, maintain, and monitor assigned strengths against authorization and funding capability to ensure authorized manning levels are maintained subject to the implementation of alternative levels of hiring lapse.

(5) Consider any requests for internal adjustment to the Letter of Allowance.

(6) Review and approve all proposed new positions; upgrading/downgrading requests; SF-52, Request for Personnel Action, to fill vacancies; and changes in the duties or organizational relationships of existing positions prior to classification.

(7) Approve, disapprove, or modify proposed changes in duties and responsibilities that will cause a change in the current classification or grade of established positions as determined by the Human Resources & Organizational Management (HROM).

(8) Maintain and control civilian grade escalation, position management reviews of all authorized positions, and the review of high-level billets (GS-14/15).

(9) Ensure that appropriate documentation against position management standards is applicable and retained in the record for existing and proposed GS-14 positions and above.

(10) Coordinate, in conjunction with staff specialists, the conduct of position management/classification surveys and reviews.

(11) Ensure that actions identified on and by position management/classification reviews are implemented and conform to sound principles of position management.

(12) Ensure that results of position management/classification reviews are made available to the Director, Comptroller Division for preparation of budget and ceiling requests.

(13) Serve as CMRRB Administrator. Coordinate with Chairman on the schedule of monthly meetings. Provide agenda and read ahead brief to members of the Board of those actions needing to be presented to the Board on a monthly basis. Provide manpower allocations to Board as required in support of requested actions. Process actions approved by the Board and notify requesting activities.

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d. CMRRB. Established by CG MCCDC in accordance with references (a), (b), and (c) to implement the CG's policy by review of requested modifications to currently established policies and review of requests for additional civilian personnel positions within MCCDC. The management of civilian positions shall be responsive to the needs, policies, and goals of the Command. The Board is set up to review and make recommendations on position management as related to authorized levels of resources for civilian positions. The CMRRB will:

(1) Review and make appropriate recommendations on behalf of the CG regarding civilian personnel actions to establish new full-time permanent and temporary hires, extensions of appointments, monetary incentive awards, and any other actions that involve the expenditure of monetary resources.

(2) Aid in the control of labor costs, ensure mandated reductions are achieved, and work organization and staffing form a sound and economical organization for the most efficient accomplishment of the assigned mission.

(3) Preside over the position management and merit staffing processes for all civilian personnel actions involving grade escalation or requiring expenditure of additional monetary resources.

(4) Review and approve monetary awards; i.e., Special Act in excess of \$100, Time-off in excess of 40 hrs, etc..

(5) Maintain a membership comprised of representatives as follows:

C/S MCB - Chairman
WDID - Voting Member
TECOM - Voting Member
Director, Comptroller - Voting Member
AC/S G-1 - Voting Member
Manpower Utilization Officer, AC/S G-1 - Administrator
Site Manager, HROM - Advisor
Counsel - Advisor

(6) Meet routinely on the 4th Thursday of each month or as determined by the CG.

e. Director, Comptroller Division

(1) Review all recruitment requests, requests to establish new positions, temporary hire requests, or changes to existing positions and organizations with regard to funding and effective utilization of financial resources.

(2) Determine consistency of requests for additional ceilings and funds with approved budget estimates and objectives; provide to the Position Management Officer information concerning availability of funds.

(3) Serve as a voting member of the CMRRB.

(4) Provide the CMRRB with the status of current civilian labor funding.

f. Site Manager, HROM-Quantico Detachment

(1) Advise the Position Management Officer on impact of position structures relative to the ability to attract, retain, and motivate competent employees.

(2) Stay apprised of labor market conditions in relation to types of personnel available and recruitment possibilities at the different salary levels to support the objective of effective and economical staffing of activities.

(3) Identify positions in which high level duties or duties involving scarce skills appear to be unnecessarily fragmented among several positions.

(4) Coordinate classification reviews with the Manpower Utilization Officer's position management review.

(5) Maintain and inform the Position Management Officer on varying endeavors encountered in advertisement of positions. This includes period of time between vacancy and actual recruitment action, problems based on expertise level and/or scarcity of series skill, or management's intentions in filling or not filling a valid billet.

(6) Suggest alternative methods of filling positions to include Veterans' Readjustment Act, handicapped programs, and setting up career ladder positions to encourage growth in positions.

(7) Provide technical advice pertaining to the DON Merit System Principles.

(8) Serve as an advisor to the CMRRB.



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Chief of Staff

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POSITION MANAGEMENT REQUIREMENTS

1. One of the principal benefits to be derived from a formalized position management system is the service it provides. The manager has always had to consider organizational structure; the number, types, and grades or levels of positions required to accomplish the mission; the employment market; the availability of hiring ceilings and funds; and how to attract, retain, develop, and advance personnel. The manager has generally been able to call upon a variety of staff specialists to provide data and recommendations designed to assist in making management decisions. However, information is often furnished from different sources and at different times, without full regard for the interrelationships involved.

2. Position management provides a means whereby all of the above considerations may be brought together at one time and in one place, so that all management levels may make better decisions with the least expenditure of time. The responsibilities for position management, therefore, are assigned to activity heads, and as a staff function, to specialists trained in position classification, manpower utilization, employment, and employee development. To be fully effective, each consideration must be mutually (not successively) developed, none to the exclusion of others. The basic requirements and the assignment of responsibilities described below must be viewed with this in mind.

3. Position management review is the analysis and evaluation of positions within an organization with reference to position management standards and the subsequent placement of the positions into categories, as discussed below. The categorization of positions is not to be confused with determining the accuracy of position classifications. The accuracy of position classifications is determined and corrected through the normal classification process. The two types of position management reviews are cyclic reviews and individual reviews.

a. In both types of reviews, the following will apply:

(1) Coverage. All civilian positions and related military positions will be reviewed against the position management standards established by the SecNav and against established optimum position structures.

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(2) Categorization. Each position will be placed in one of the following three categories:

(a) Category I. The position is soundly established in funding, workload, manpower, economy, motivation, and personnel management and is critically needed.

(b) Category II. The position is acceptable as established for continuation of incumbency only; or position is of a temporary nature and will be abolished at some future date. For example, interim position to provide for replacement of an incumbent who is or will be on extended leave, will be vacating the position, or who is or will be detailed to another position; or position is involved in a transfer of functions and will be subject to review and rewrite at the time transfer is effected.

(c) Category III. The position is not acceptable as constituted under any circumstances. Immediate corrective action must be taken.

(3) Procedures and Techniques. Procedures and techniques for conducting cyclic or individual position management reviews are not prescribed so long as all the basic requirements herein are provided for.

b. The following applies exclusively to cyclic reviews:

(1) Completion. Cyclic reviews will be completed on a two-year basis by each Commander, Division Director, Special Staff Officer, and CO. Results will be forwarded to the CG MCB (B 01) who is responsible for reviewing and initiating corrective actions. The AC/S G-1 will be responsible for publishing the time schedule for the cyclic reviews.

(2) Timing. Classification maintenance reviews and/or surveys of graded and ungraded positions may be conducted simultaneously with, and coordinated with, the cyclic position management review. When applicable, position management cyclic reviews may also be conducted in conjunction with T/MR reviews.

(3) Optimum Position Structures. One of the results of systematic position management reviews should be the development of an optimum position structure for each segment reviewed. The optimum structure provides a goal toward which each activity will progress, and should be used for planning purposes. Although the goal may never be completely realized, it will serve as a yardstick by which line managers can evaluate the need for or desirability of individual position and staffing changes. Optimum structures should be updated as mission and/or functions change.

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(4) Effecting Actions. Whenever possible, recommended improvements should be placed into effect immediately following completion of position management reviews. There will be times when this is not feasible (lack of approval by higher authority, of space, funding, etc.). In such cases, a followup procedure should be devised to determine the most advantageous time for initiating action, and for ensuring that the actions are taken. In any event, every vacant position and every proposed new position or change to an existing position should be reviewed against the optimum structure to determine whether the action should be taken.

c. High Grade Actions. Requests for upgrading positions, establishing new positions, or modifying existing high grade positions (GS-14/15) will be submitted to the CG MCB (B 01) with full justification as described in appendix B.

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REQUESTS FOR PERSONNEL ACTION (RPA)

1. When a new civilian requirement or vacancy occurs, line managers and/or supervisors must determine the most efficient approach to affect their current mission requirements.
2. When a civilian vacancy occurs, the position/job description will first be reviewed by line managers and supervisors to determine whether the duties may be reassigned and the position abolished without seriously affecting the execution of essential functions.
3. If the position is determined to be absolutely essential, the line manager or supervisor will request recruitment via the activity head. Activity Heads will request recruitments via the Modern system.
4. Activity Heads must endorse each request via the Modern system and forward electronically to the Command Resource Manager, Code 00264 M21 for position management review. If, upon completion of the review the request is approved, it will be endorsed to the Human Resources and Organizational Management Detachment for appropriate action. If disapproved, it will be returned to the originator indicating reason(s) for disapproval.
5. If a RPA to fill a vacancy is not received by the Manpower Utilization Officer within 45 days after the vacancy occurs, the personnel ceiling of the vacant position will be withdrawn from that activity and reallocated to a more critical area, unless prior approval to delay recruitment is provided by the CG (B 01). In addition, positions vacant for 90 days will automatically be deleted unless extenuating circumstances exist and/or justification for absolute necessity of the billet can be provided.
6. Requests for upgrading positions by the addition of new or proposed duties not currently identified in the position/job description of record and establishment of new positions must first be submitted, in writing and with full justification using the position management checklist in appendix D, to the CG (B 01).
7. The establishment of or rewriting of existing positions to reflect "alter-ego" civilian deputy positions is discouraged. A comprehensive position management review will be conducted by the Position Management Officer of any proposed "alter-ego" civilian deputy position.

Appendix A to
ENCLOSURE (1)

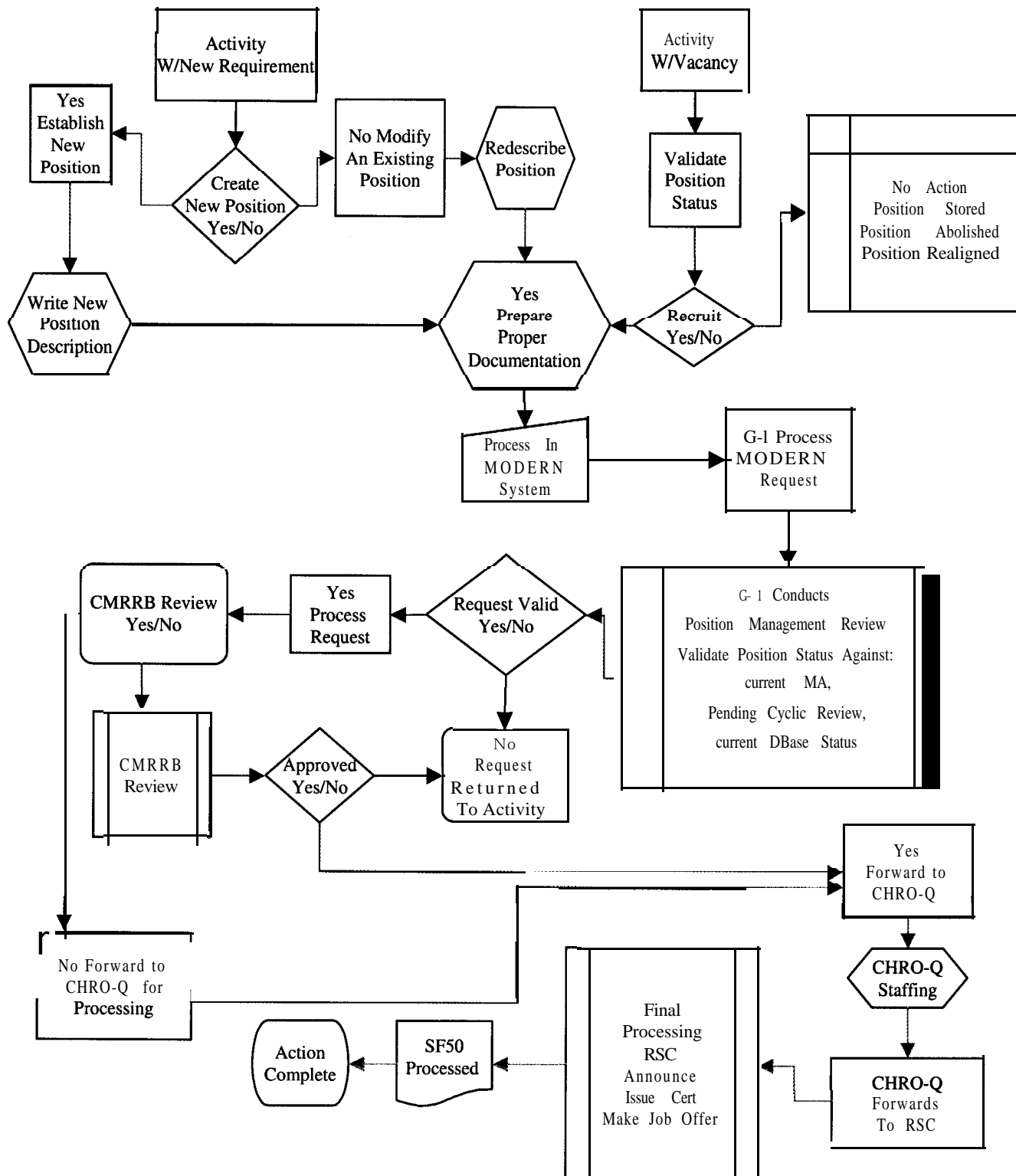
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These co-equal positions shall be evaluated only after detailed justification has been submitted to the Position Management Officer. Justification shall be in writing and address the questions outlined in the Deputy/Assistant Head checklist, appendix C.

8. Approval of the proposed requests for upgrades, establishing new positions, will be based on results of an extensive position management review, taking into consideration such circumstances as new mission requirements, new and/or expanded functions, and/or major changes in the organizational structure. The Position Management Officer will conduct reviews with the aid of the Civilian Manpower Resource Review Board as described in paragraph 7d of this Order.

9. Procedures for requesting personnel actions are identified by reference (d). Personnel action requests will be routed as described in appendix A, figure 1.

Process Diagram



Appendix A Figure 1 to
ENCLOSURE (1)

HIGH GRADE POSITION CHECKLIST

1. In requesting that a new high grade position be established or that a redescribed position be classified at the GS-14/15 level, the following documentation must be submitted to the Position Management Officer (B 01).

a. Letter of Justification

(1) A request to establish a **new** high grade position or to upgrade an established, **vacant** position must be accompanied by a letter of justification from the cognizant activity head. Justification should include identification of new missions or functions assigned the organization which support the establishment or redescription of subject position; assurance that a review of other established positions within the organization has been conducted and that the new duties and responsibilities cannot be assigned thereto; identification of compensatory reduction and/or assurance of funding availability to cover increased expenses; approval granted under POM initiatives to establish subject position, if applicable; and any related information deemed pertinent by the requestor.

(2) A request to upgrade an established, **encumbered** position must be accompanied by a letter from the cognizant activity head which specifically identifies the additional duties and responsibilities assigned, the circumstances precipitating their assignment, and how each of the conditions governing accretion of duties promotions are met. Additionally, assurance that funding is available to cover increased expenses and/or identification of a compensatory reduction will be provided. Prior to submission of subject request, the cognizant management official should conduct a review of current, established positions to ensure that no other positions exist to which the additional duties could logically be assigned.

b. Position Management Checklist or Deputy/Assistant Head Checklist (if applicable).

c. An original Optional Form 08, signed by the supervisor and a copy of the draft position description. **A copy of the position description** being cancelled, if applicable. (See MCCDCO 12500.1.)

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d. Mission and Responsibilities Statement. Each request must be accompanied by the mission and responsibilities statement for the organization in which the position is located.

e. Organization Wiring Diagram. A chart or other graphic depiction indicating organizational structure and lines of authority must be included with each proposed high grade request.

f. T/O. One copy of the current, accurate, and approved T/O identifying the affected position and associated organizational structure and composition must accompany each high grade classification request. Information contained in the T/O must be consistent with that of the organizational chart and position description. Any discrepancies identified with respect to the T/O or position description must be resolved prior to submission of a proposed classification action. Per MCBO 5310.1A, requests for changes to T/O are to be submitted to the AC/S G-1, for approval **prior to implementation** of any changes in organizational structure or composition. Supplemental and temporary positions are not to be included in supervisory position descriptions.

g. Position Management Review. To be conducted by the Position Management Officer, AC/S G-1, in conjunction with the supervisor of the proposed position **after** submission of the proposed action.

h. Staffing and Classification Review Reports to include desk audit and evaluation statement. These reports are provided by the Head, Staffing and Classification Section, Civilian Human Resources Office-Quantico Detachment.

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DEPUTY/ASSISTANT HEAD CHECKLIST

The establishment of or rewriting of existing positions to reflect "alter-ego" civilian deputy positions is discouraged. A comprehensive position management review will be conducted by the Position Management Officer of any proposed "alter-ego" civilian deputy position.

1. What is the specific nature of the authority shared (signatory, administrative, technical, etc.)?
2. How is this authority shared or delegated when the activity head is there? (Certain items the activity head works on--certain items the assistant works on, reviews, supervises, etc.)
3. What limitations, if any, have been placed on the assistant's authority?
4. What governs whether or not the assistant refers a matter to the head for resolution or decision?
5. What percentage of time does the assistant devote to running the organization when the head is there as compared against the percentage of time the head devotes to running it?
6. What percentage of time does the assistant devote to acting as head in the head's absence?
7. What are reasons for the head's absence--TAD, leave, meetings, conferences, policy boards?
8. Does the assistant serve interchangeably with the head on policy boards?
9. Are decisions made by the assistant put into effect without review by the head?
10. What is the division of work relative to work planning, establishing goals, etc.?
11. Does the head review work already reviewed by the assistant?

Appendix C to
ENCLOSURE (1)

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POSITION MANAGEMENT CHECKLIST

TO ACCOMPANY ALL REQUEST TO RECRUIT, REDESCRIBE, UPGRADE, OR ESTABLISH
NEW POSITIONS WITH ELECTRONIC PERSONNEL ACTION (MODERN). (PLEASE ANSWER
QUESTIONS COMPLETELY, ADDITIONAL PAGES MAY BE ADDED AS NEEDED.)

1. Activity (Div, Br, Sect, etc.)

| | |
|---|------------------|
| _____ | T/O and Line No. |
| _____ | |
| Current Position Title | Series and Grade |
| _____ | |
| Proposed Position Title (Redes/Upgrade/New) | Series and Grade |

2. Is this a managerial position? Yes No

3. Is this position critical to the assigned mission of the organization? Yes No

4. Are the presently described duties of the position compatible with the assigned mission of the organization? Yes No

5. Are there other positions within the specific work area that are performing similar type work? Yes No

6. Can these duties be reallocated to other civilian or military personnel? Yes No If not, provide brief justification.

7. Was the position listed as current on the last performance appraisal review? Yes No

8. Is the position being recruited for at the lowest entry level? Yes No If not, provide brief justification.

9. If this request is to redescribe, reclassify, upgrade, or establish a new position; complete the following. If N/A, go to item 10.

a. What responsibilities or duties have changed that warrants this request?

b. What changes in policy, program, or operations required change in the duties and responsibilities of this position?

c. Who tasked or where did the additional duties originate?

d. What other options were considered?

e. Identify vacant billets that could be downgraded to offset this new position/upgrade: T/O and line number _____

| | |
|----------------|------------------|
| _____ | Series and Grade |
| Position Title | |

10. Have funds been authorized by your resource manager? Yes No

Appendix D to
ENCLOSURE (1)